2016 CCCS Employee Climate Survey Summary

PRESENTED BY: Christina Cecil, Associate Vice President of Human Resources

RELATIONSHIP TO THE STRATEGIC PLAN:

Goal #2: Transform our own workforce experience

CCCS administers an Employee Climate Survey each even numbered year. This survey is sent to all Administrators, Professional-Technical, Classified, and Faculty across the system in October. Adjunct instructors are invited to participate in an Adjunct Instructor Survey in the Spring of the same year that addresses topics of relevance to that employee group. The 2016 CCCS Climate Survey is a new survey designed to align with the 2015-2025 strategic plan and provide data that can be compared against national data in the area of job satisfaction. While a few questions in the new survey are the same as were asked in previous CCCS surveys, the format of the new survey and the overall questions asked are different from past surveys.

In this year’s survey, employees were asked to rate 19 factors of job satisfaction on their level of importance and satisfaction. Employees were then asked to rate their level of agreement with a series of questions associated with the areas of benefits, compensation, job and career development, relationship with management, safety, institutional culture, and engagement.

The following report details the data collected in the 2016 CCCS Employee Climate Survey. The agenda item also compares results from the CCCS survey against those in the 2015 Job Satisfaction and Engagement Report published by the Society of Human Resource Management (SHRM).

**CCCS Employee Climate Survey Respondents**

The climate survey received 1,940 responses. This represents a 47% response rate based on 2016 headcounts. Morgan Community College and the System office had the highest response rates, both at 58%.

Additional respondent demographics include the following:

- Employee Type: 48% Administrators and Professional-Technical; 28% Faculty; 24% Classified
• Gender: 68% female; 32% male

• Age: 8% under 30; 21% 30 – 39; 26% 40 – 49; 30% 50 – 59; 13% 60 – 69; and 1% 70+

• Ethnicity: 80% White, Non-Hispanic; 10% Hispanic; 6% Two or More Races; 3% Black or African American; 1% Asian; <1% American Indian or Alaskan Native; <1% Native Hawaiian or Pacific Islander

• Education Level: 3% High School Diploma or GED; 2% Apprenticeship or Training in a Skilled Trade; 8% Some College; 14% Associate’s Degree; 25% Bachelor’s Degree; 41% Master’s Degree; and 6% Doctorate

Employee job satisfaction factors

Respondents were asked to rate 19 factors of job satisfaction on their level of importance to them as an employee. These ratings are used to identify the factors of job satisfaction that are most important to our employees. Respondents were also asked to rate the same 19 factors on their level of satisfaction with each factor as an employee in their institution.

Flexibility to balance life and work issues emerged as the top rated contributor of job satisfaction, with 78% of respondents rating it as very important. According to recent research from SHRM, work life flexibility is the second leading factor employees cite as reasons to remain at their current organization. Pay is cited as the number one factor nationally. CCCS employees ranked pay seventh in overall importance. 73% of CCCS respondents are very satisfied or satisfied with their flexibility to balance life and work issues.

The second and third satisfaction factors employees listed were trust between employees and senior management and relationship with immediate supervisor. Both were rated as very important by 75% of respondents. SHRM’s Job Satisfaction and Engagement survey had these as the second and sixth most important factors. The overall CCCS survey satisfaction rating for these factors was 60% and 77%, respectively. Nationally, employees rate their satisfaction with trust between employees and senior management at 64% and satisfaction with the immediate supervisor relationships at 73%. Please note that 20% of respondents to the CCCS survey gave satisfaction with trust between employees and senior management a neutral rating. Thus, 80% of respondents were very satisfied, satisfied, or neutral on this factor. We have outlined to the Board in prior reports the high (and growing) retirement eligibility of our employee population. CCCS has seen an increasing number of retirements in recent years, including at senior management positions. This could generate uncertainty until employees have had an opportunity to evaluate their successors—and lead to the higher number of neutral responses on this factor. That being said, this needs additional investigation and we will be disaggregating the data by college and sharing the results with our colleges.
The fourth and fifth satisfaction factors employees listed as most important were health care benefits and retirement benefits, at 72% and 70% respectively. 75% of employees surveyed were very satisfied or satisfied with health care benefits, and an additional 16% were neutral. Further, 72% of respondents were very satisfied or satisfied, or neutral on retirement benefits, with another 20% neutral. SHRM’s survey included one factor for importance of overall benefits. Nationally, employees rated overall benefits as the third most important factor of job satisfaction and had a 64% satisfaction rating. Additional SHRM data showed a 66% satisfaction level with health care or medical benefits and a 68% satisfaction level with defined benefit pension plans, which is the retirement plan type in which the majority of CCCS employees participate.

Table 1 shows the 19 job satisfaction factors included on the 2016 CCCS Climate Survey. For each factor the table displays the corresponding level of satisfaction shown as the percentage of respondents who rated the factor as very satisfied, satisfied, or neutral. The factors have been ordered by overall importance to employees based on the percentage of respondents who rated the factor as very important.
Table 1: 2016 Climate Survey Job Satisfaction Factors, in Order of Importance

<table>
<thead>
<tr>
<th>Factor</th>
<th>Percent Very Satisfied</th>
<th>Percent Satisfied</th>
<th>Percent Neutral</th>
<th>Overall Satisfaction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Flexibility to balance life and work issues</td>
<td>28%</td>
<td>39%</td>
<td>14%</td>
<td>81%</td>
</tr>
<tr>
<td>Trust between employees and senior management</td>
<td>17%</td>
<td>43%</td>
<td>20%</td>
<td>80%</td>
</tr>
<tr>
<td>Relationship with immediate supervisor</td>
<td>45%</td>
<td>32%</td>
<td>11%</td>
<td>88%</td>
</tr>
<tr>
<td>Health care/medical benefits</td>
<td>31%</td>
<td>44%</td>
<td>16%</td>
<td>91%</td>
</tr>
<tr>
<td>Retirement benefits</td>
<td>24%</td>
<td>48%</td>
<td>20%</td>
<td>92%</td>
</tr>
<tr>
<td>Communication between employees and senior management</td>
<td>17%</td>
<td>39%</td>
<td>21%</td>
<td>77%</td>
</tr>
<tr>
<td>Overall pay/compensation</td>
<td>12%</td>
<td>38%</td>
<td>21%</td>
<td>71%</td>
</tr>
<tr>
<td>Paid time off</td>
<td>40%</td>
<td>39%</td>
<td>14%</td>
<td>93%</td>
</tr>
<tr>
<td>Job security (assurance of continued employment)</td>
<td>20%</td>
<td>48%</td>
<td>20%</td>
<td>88%</td>
</tr>
<tr>
<td>Opportunities to use your skills/abilities in your work</td>
<td>24%</td>
<td>47%</td>
<td>20%</td>
<td>91%</td>
</tr>
<tr>
<td>Meaningfulness of my job</td>
<td>30%</td>
<td>48%</td>
<td>14%</td>
<td>92%</td>
</tr>
<tr>
<td>Feeling safe in the work environment</td>
<td>33%</td>
<td>45%</td>
<td>15%</td>
<td>93%</td>
</tr>
<tr>
<td>Relationship with co-workers</td>
<td>34%</td>
<td>45%</td>
<td>14%</td>
<td>93%</td>
</tr>
<tr>
<td>Recognition of my job performance</td>
<td>17%</td>
<td>45%</td>
<td>22%</td>
<td>84%</td>
</tr>
<tr>
<td>Contribution of work to organization’s goals and objectives</td>
<td>23%</td>
<td>48%</td>
<td>18%</td>
<td>89%</td>
</tr>
<tr>
<td>Organization’s commitment to professional development</td>
<td>19%</td>
<td>44%</td>
<td>23%</td>
<td>86%</td>
</tr>
<tr>
<td>Career advancement opportunities (opportunities for promotion in the organization)</td>
<td>12%</td>
<td>34%</td>
<td>32%</td>
<td>78%</td>
</tr>
<tr>
<td>Organization’s commitment to a diverse and inclusive workforce</td>
<td>17%</td>
<td>41%</td>
<td>27%</td>
<td>85%</td>
</tr>
<tr>
<td>Organization’s mission/vision</td>
<td>18%</td>
<td>45%</td>
<td>28%</td>
<td>91%</td>
</tr>
</tbody>
</table>
The top 5 contributing factors to employee job satisfaction for each employee type is listed below. Rankings are based on the percentage of respondents who rated the factor as very important.

Administrators, Professional-Technical
- Flexibility to balance life and work issues
- Relationship with immediate supervisor
- Trust between employees and senior management
- Paid time off
- Health care/medical benefits

Faculty
- Flexibility to balance life and work issues
- Trust between employees and senior management
- Relationship with immediate supervisor
- Retirement benefits
- Health care/medical benefits

Classified
- Trust between employees and senior management
- Flexibility to balance life and work issues
- Overall pay/compensation
- Retirement benefits
- Health care/medical benefits

Among the three employee groups, administrators and professional-technical employees indicated the highest level of overall satisfaction among their top five factors. On average, 75% of respondents rated them as very satisfied or satisfied. Faculty respondents ranked next with an average satisfaction level among their top 5 factors of 67%. Average satisfaction among Classified employees on their top five factors was 62%.

A deeper look at the data

Employees were asked to rate their level of agreement with various statements, which were categorized into the following seven areas:

- Employee Engagement
- Safety
- Compensation
- Benefits
- Relationship with Management
- Institutional Culture
- Job and Career Development

These statements were designed to provide a deeper understanding of CCCS’ strengths and areas of opportunity. Comparing the responses to the statements in these
seven areas against the 19 factors with ratings of importance and satisfaction can provide additional information on more specific items that impact overall job satisfaction for our employees.

Some key takeaways from the seven areas are highlighted below.

**Employee Engagement**

Statements associated with engagement had the second highest level of overall agreement from respondents at 68%. Employees had the highest level of agreement with statements such as: “I am motivated by my work goals” (74%); “my work is sufficiently challenging for me” (79%); and “I have passion and excitement about my work” (82%). Additionally, 96% of respondents agree that doing their job well gives them a sense of personal satisfaction and accomplishment. Faculty respondents indicated a 90% agreement in their satisfaction with the courses they are assigned to teach and 89% agreement in their satisfaction with the level of independence they have in how they teach their classes.

These numbers are similar to those we have seen in past surveys. CCCS survey data has consistently shown that our employees take pride in their work and are motivated by the work that they do which contributes to a high level of engagement. Nationally, employees reported 74% agreement that they are highly motivated by their work goals and 61% agreement that they have passion and excitement about their work.

CCCS employees have lower levels of agreement with statements associated with workload and burnout. 40% of respondents strongly agree or agree that they seldom feel burnt out by their job. Further, 51% of staff agrees that their workload is reasonable and 53% of faculty agree that their teaching, administrative, and student advising responsibilities are reasonable. Faculty’s lowest level of agreement is with their administrative responsibilities where only 36% of respondents agree they are reasonable. Staff was asked to respond to the statement: “in my work group, we have enough people to get the work done” and only 45% agree.

**Safety**

Employees reported the highest level of agreement with statements on safety. 79% of respondents strongly agree or agree that their institution cares for employees’ safety; has done a good job of preparing for emergency situations; and that they know what to do if an emergency occurs at work. CCCS has been working to develop safety plans, provide employee safety training, and conduct emergency drills. SHRM reports that 82% of employees nationally were satisfied with their level of safety in the workplace. SHRM’s focus for matters that contribute to employees’ satisfaction with safety in the workplace were limited to formal policies and practices that address domestic violence, sexual violence, and stalking. SHRM reports that 54% of organizations have formal policies in place for these matters. CCCS has policies to address sexual misconduct and sexual harassment and we have provided training to our employees on these matters. However, our focus on safety is broader to include natural disasters and active shooters.
COMPENSATION

Statements associated with compensation received the lowest level of agreement at 38%. When considering overall satisfaction with pay, 51% of the CCCS survey respondents reported they are very satisfied or satisfied with overall pay/compensation and 21% were neutral on this factor. This represents a satisfaction ranking of 17 out of the 19 factors included in the survey. On the national level, the SHRM report shows employees rated overall satisfaction with pay/compensation at 62%.

A more specific look at this area reveals that faculty had the highest agreement with the statement: “I am appropriately paid compared with others doing similar work at my institution, with similar levels of education and experience.” On the other hand, faculty respondents had the lowest agreement with the statement: “I am paid competitively with the local market.” CCCS has consistently included the latter statement in our climate surveys since 2008. Faculty agreement with this statement has risen consistently from 13% in 2008 to 32% in the 2016 survey. The upward trend in agreement with this statement from faculty since 2008 coincides with the implementation of the 5-Year Faculty Salary Plan. The level of agreement for staff on this statement is 31%. Staff agreement with this statement has remained fairly consistent since 2008 with slight fluctuations between 31% and 38%.

HEALTH CARE AND RETIREMENT BENEFITS

Both health care and retirement benefits were in the top 5 factors for employees. This is true not just for CCCS employees but for employees on a national level as well. CCCS employees reported a satisfaction level of 72% with retirement benefits. Overall satisfaction with health care or medical benefits is 75%. While the questions are different, comparable statements on SHRM’s survey show that our employees have a higher level of satisfaction in these areas than employees on a national level.

This level of satisfaction from CCCS employees with health care or medical benefits is consistent with what we have seen in past survey administrations. Overall, 64% of employees feel that the health benefits at CCCS compare well with those offered by other employers and 25% were neutral. Additionally, there is satisfaction with the health benefit choices offered by CCCS. However, 49% of respondents feel the amount they pay for medical benefits is reasonable for the value. An additional 25% were neutral on this statement. Employees are more satisfied about the amount they pay for dental and vision benefits.

RELATIONSHIP AND COMMUNICATION WITH MANAGEMENT

This area included statements on communication practices, trust and confidence in leadership, and if the institution cares about its employees. Overall, employees feel that managers do a good job of communicating institutional goals and strategies. A statement in another area supports this in that 88% of respondents are clear on their institution’s mission and vision. Only 76% of employees nationally agree they have a clear understanding of their organization’s mission and vision. However, 44% of CCCS
employees strongly agree or agree that there is open and honest communication between managers and employees at their institution and another 22% are neutral. These results suggest a need to focus on effective communications skills for those in leadership at all levels. The upcoming Deans’ Academy, Leadership Academy, and our regularly-scheduled professional development sessions for presidents, vice presidents, and supervisors provide opportunities to focus on fostering improved communication skills.

Employees indicate satisfaction in their relationships with their immediate supervisors. As noted previously, 77% of respondents are very satisfied or satisfied with their relationship with their immediate supervisor. SHRM reported a satisfaction level of 73% on this statement. This satisfaction for CCCS employees is further supported with respondents’ agreement to the statements my supervisor is respectful (82%) and I get the support I need from my Department Chair (80%). Employees also agree at 81% that teamwork is encouraged within their department. While faculty agree they get the support they need from their Department Chair, they have a lower level of agreement that they get the support they need from their Dean at 62%. We have seen a high level of turnover in Dean positions, which could explain the 21% of respondents who are neutral on this statement. A Dean’s Academy will be offered this spring to address this previously identified professional development need.

**INSTITUTIONAL CULTURE**

78% of respondents agree that students and student success are a top priority at their institution and 15% were neutral. Additionally, 77% agree that their institution values academic excellence and 16% were neutral. 65% agree and 26% were neutral that their institution does a good job at partnering with students to overcome educational barriers. However, 51% of respondents agree that their institution makes data-driven decisions and another 34% were neutral. This reinforces an already-identified area of opportunity for CCCS in building our system-wide capacity in institutional research and data analytics to support a culture of inquiry, evidentiary decision-making, and student success—a key element of our recently adopted system strategic plan.

Another key element of the system strategic plan is improving the diversity and inclusivity of our workforce. 70% of respondents agree that co-workers respect one another at their institution and 68% agree that their institution is an inclusive environment that fosters appreciation for diversity. SHRM reports that 58% of employees nationally were satisfied with their organization’s level of commitment to diversity and inclusion. On diversity, 66% of CCCS respondents agree that they work with a diverse group of co-workers and 20% were neutral.

In response to the statement, “my institution is innovative,” 54% of respondents strongly agree or agree but 30% are neutral. This may demonstrate a need for institutions to further inquire with their employees about how they define innovation and where they feel the organization could make improvements.
JOB AND CAREER DEVELOPMENT

90% of respondents agree that the work they do is meaningful and 85% agree that they understand how their job fits into their institution’s mission or vision. These are factors that positively impact employee engagement. SHRM collected data from employees on reasons they would seek employment outside of their current organization and more meaningful work was one of the top five factors.

Career advancement opportunities showed a lower level of agreement among CCCS employees. Overall, employees reported a 46% level of satisfaction with career advancement opportunities and 32% were neutral. As we look at the level of agreement on statements within the job and career development area, 27% of respondents agreed, and 34% were neutral, to the statement “I see career advancement opportunities for myself at my institution.” Nationally, employees only reported a 54% level of satisfaction with career advancement within their organizations.

Summary and Next Steps

The data from the 2016 Employee Climate Surveys allows CCCS to understand the factors that are most important for our employees. Employees are satisfied with several of the areas they identify as most important to them. Specifically, employees are highly satisfied with their relationships with their supervisors and co-workers. Disagreement with or incompatibility with a supervisor or co-workers is often cited as reasons for employees to seek new employment. SHRM states that employee engagement is defined by conditions in the workplace and workers’ opinions they have about their work. From the CCCS survey data, we can surmise that our employees are highly engaged. There is, of course, always room for improvement and further understanding of the data, in particular in the area of relationship and communication with management. Given the wider variance among college responses in this area, we will be disaggregating this information by college.

The survey data also shows us that while pay is an important factor for our employees, ranked 7th in importance, there are other factors that are more important. CCCS needs to continue to evaluate employee pay and ensure it remains competitive but there are other factors that may have a lower direct impact on tight or diminishing budgets where we can make improvements that will be just as beneficial for our employees. We also need to continue to evaluate means for improving efficiencies within our organization so that we can continue to capture the benefits associated with an engaged workforce without the concerns of employee burnout.

Finally, the data from this survey administration will serve as a baseline for employees’ opinions on our progress toward goals established in our strategic plan. And we will, as we have in the past, use the survey within the system to identify, assess, and develop strategies to address areas of opportunity.